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ABSTRACT

Admissions and records professionals conducted a survey of salary levels in their profession. Comparisons between types of institutions both across the nation and within 10 regions can be made. After the design of the survey instrument, data collection of two types was undertaken. Institutional data concerned the size, type, and control of the institutions and functional area through which the office reports, and individual data on admissions and records professionals concerned sex, years in current position, area of primary responsibility, union membership, salary ranges, and level of responsibility. Usable information was obtained from 2,203 institutions for a return rate of 73 percent. The number of professional staff represented was 7,071. A notable finding was a difference in salaries paid to men and women. Thirty tables are presented, and a sample survey is appended. (SU)

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A Survey of SALARY LEVELS IN THE ADMISSIONS AND RECORDS PROFESSION 1977

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Study Sponsored by the
Committee on Organization and Management
Responsibilities of Registrar Activities
OF THE
AMERICAN ASSOCIATION OF COLLEGIATE REGISTRARS AND ADMISSIONS OFFICERS, 1977

AMERICAN ASSOCIATION OF COLLEGIATE REGISTRARS AND ADMISSIONS OFFICERS

Committee on Organization and Management
Responsibilities of Registrar Activities
1976-1977

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Administrative Assistant, Ann Prosser Decker, One DuPont Circle, Washington, D.C., 20036.

A Survey of
SALARY LEVELS
IN THE ADMISSIONS
AND RECORDS PROFESSION
1977

Prepared by

Robert M. Bruker
Director of Admissions and Records
Southern Illinois University at Edwardsville

Study Sponsored by
AACRAO Committee on Organization and Management
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Introduction

In the past three to five years there have been numerous reports on salary conditions within nearly every profession and vocation in our society. The value of such investigations should not be underestimated. They provide a basis for determining the adequacy of the salary levels of individuals and institutions within a given profession, and perhaps even more important, they improve the recruitment of new professionals to the field by providing accurate information regarding salary ranges.

Unfortunately, in recent years, there have been no full-scale national studies on salary levels for personnel in the admissions and records profession. Those studies that have been conducted, while helpful in many ways, have either been limited to the top level of the profession, such as directors of admission and registrars, or have been compiled without a great deal of input from admission and records personnel. I will mention but a few examples in this regard.

A very comprehensive and impressive *Administrative Compensation Survey* was published in 1975 by the College and University Personnel Association. This study reported compensation levels for professional administrative positions in higher education. There were 52 administrative positions for which salary data were reported. These included the institution's president, vice presidents, deans and directors, and the principal administrators in the business and auxillary areas. The study was featured in *The Chronicle of Higher Education* about a year ago. Data for the report were collected, for the most part, through college and university offices of institutional research. According to the study, the median salary for Registrars was $17,568; for Directors of Admissions $18,500. It is interesting that the administrative position which commanded the highest salary was the dean of medicine at $52,000 per year. Based on median salaries, the medical dean was followed by the dental dean, the law dean, the chief executive officer for a system, the dean of pharmacy, and then the chief executive officer of the institution. Directors of Admissions ranked 40th and Registrars 44th of the 52 positions. The complete report is 131 pages and presents salary data in a variety of ways. This was the fifth such biennial survey conducted by the College and University Personnel Association. For purposes of comparison, in the 1971-72 study Registrars were found to receive median salaries of $13,954 and Directors of Admissions $14,649. In the 1973-74 investigation the respective salaries were $15,329 and $16,143. In each of the past three CUPA surveys headcount enrollment was found to be the best single indicator of the salaries of Registrars and Admissions Officers.

The National Education Association, through its Research Division, has been conducting salary studies of various employees in the education profession for a number of years. Their reports, like those of the College and University Personnel Association, are done biennally. In reporting the findings of the 1971-72 study of salaries related to higher education employees in four-year institutions, NEA showed the median salaries for Registrars as $13,108, and for Directors of Admissions as $14,280. Their counterparts in two-year institutions received $14,083 and $14,958 respectively.

In 1968, one of our colleagues, Gene Chenoweth, currently Director of Admissions at Butler University in Indiana, proposed that the National Asso-

ciation of College Admissions Counselors sponsor a survey on management and budgeting policies of admissions officers in member colleges and universities. This proposal was accepted by NACAC and Mr. Chenoweth was named chairman of the committee which conducted the survey. The survey included the total budgets assigned by colleges and universities to their admissions function, as well as breakdowns of salaries by type and size of institutions.

NACAC has continued to conduct salary surveys of admissions personnel since the Chenoweth study. Their most recent investigation, which was reported in 1976, was conducted by Edward Yaw and Thomas Eyestone, both of Adelphi University in New York. This study covered 1,245 institutions and collected biographic and salary data on 3,894 college and university admissions officers. The data were analyzed and reported along three primary dimensions. First, mean salaries were computed according to the individual's title, level of education, and type of institution. The second level was the NACAC admissions salary rating scale for the most commonly held titles, i.e., dean, director of admissions, associate director, assistant director, and counselor. The third, and perhaps most interesting, dimension is a multiple regression formula which may be used to predict the salary for a given position in admissions work. The formula starts with a constant dollar amount of approximately $11,000 and makes additions or subtractions to this figure according to certain factors. The factors which affect the total salary are: type of control, type of institution, location, size, and the title, experience, and educational level of the individual.

The examples mentioned have been large studies and have included only the chief administrative officers in admissions and in records, or have been directed at the admissions area exclusively. There have been other studies conducted on a state or regional basis, and these are cited in the brief list of references which accompanies this report.

The Survey Proposal

There is an information vacuum in the area of salary levels in the field of admissions and records. Current available data are limited. Personnel in the profession have no way of determining the adequacy of their own salaries. Institutions have no basis for adjusting salary levels to be competitive. And potential recruits to the profession have no way of ascertaining salary possibilities.

To fill the information gap, the AACRAO Committee on Organization and Management Responsibilities of Registrar Activities, chaired by William C. Price, from the University of Illinois-Chicago Circle, proposed that AACRAO sponsor a survey which would collect, compile, and analyze data concerning salary levels across the nation for individuals in the admissions and records profession. The Committee cited several advantages to having the survey conducted by AACRAO. The data would be collected *from* admissions and records professionals, *by* admissions and records professionals. The data would also be analyzed by admissions and records professionals, and shared by them with their colleagues in the profession. Information gathered in the survey could certainly be of value to AACRAO members. Individual institutions could compare their salary levels with those of similar institutions, both across the country and within their own region. There would also be basis for comparisons between types of institutions: community colleges versus four-year institutions, private versus public institutions, etc. Individual professionals could better evaluate their own salary levels. And the profession as a whole would be more likely to attract highly qualified employees if accurate salary expectations for the field could be publicized.

1. A presentation would be made during the annual meeting in Houston.
2. A publication detailing the study would be published and made available to all AACRAO members.
3. Pertinent summary data could be reported to AACRAO regional associations for their use, possibly in regional meetings.

The proposal for the survey was received, reviewed, and approved by AACRAO's Executive Committee.

In order that the study be as widely representative of the profession as possible, the suggestion that it be limited to AACRAO member institutions was rejected and a decision made to include every institution listed in *Credit Given*. Institutions listed in *Credit Given*, other than those in the 50 states and the District of Columbia, were not included for fear that their confidentiality could not be guaranteed when reporting salary data. In an effort to ensure maximum participation we found in each state a colleague who agreed to serve as State Coordinator. The Coordinators were responsible for the distribution of survey materials to the *Credit Given* institutions in their respective states, and for the follow-up with institutions not responding by the stated deadline. (The list of State Coordinators is found in Appendix A.) Once the Coordinators were in place a timetable was developed:

1. Design and field test survey instrument—October and November, 1976

With the assistance of the Survey Research Laboratory at the University of Illinois at Urbana-Champaign, the initial survey forms were designed and prepared for field testing. The sample selected for the field test was the State

Coordinators. They were sent copies of the instrument and cover letter, and asked to complete the forms, make any comments they felt pertinent, and return the material. As a result of the field test one major and three minor alterations were made.

2. **Instruments sent to Coordinators—January 3, 1977**

Thirty-five hundred copies of the three-page survey instrument, the cover letter, and return envelopes were prepared. These materials were collated and put into unaddressed envelopes, packaged in sufficient quantity for each state, and mailed to the Coordinators.

3. **Instruments to Credit Given Institutions—January 24, 1977**

The Coordinators were responsible for addressing the survey envelopes and for mailing them to the colleges and universities in their respective states. Rather than guess whether admissions and records were separate functions at each institution, the Coordinators sent only one survey envelope to each institution. The instructions in the cover letter stated, "In the event the admissions and records functions are separate at your institution, please duplicate the survey material and give one copy to the individual in charge of the other area. Your cooperation in this regard will ensure maximum participation in the study."

4. **Instruments returned to Survey Director—March 1, 1977**

The members of the Committee felt it vital that confidentiality of information be maintained. For that reason all survey forms were returned directly to the Survey Director rather than channelling them through the State Coordinators. (It was thought that this method would increase the number of institutions participating.) A promise of confidentiality was also included in the cover letter: "IN NO CASE WILL SALARY INFORMATION FROM A PARTICULAR INSTITUTION OR INDIVIDUAL BE REPORTED IN A WAY THAT IT COULD BE IDENTIFIED WITH THAT INSTITUTION OR INDIVIDUAL."

5. **Coordinators begin follow-up—February 14, 1977**

The method of follow-up was left to the discretion of the Coordinators.

6. **All responses to Survey Director—March 1, 1971**

Although March 1 was the stated deadline, all returns received up to the time that it was no longer possible to get them coded and into the initial computer analysis were accepted. Usable responses were received from 2,203 institutions, for a return rate of 73%. (N = 3017). These responses cover 7,071 individuals in the admissions and records profession.

7. **Analysis of data—March and April, 1977**

The analysis of data was done through the SPSS software package. SPSS is "Statistical Package for Social Sciences." It performs a variety of tabulations, cross tabulations, means, standard deviations, etc.

8. **AACRAO Meeting—April 19, 1977**

A presentation describing the survey and providing information available at that time was made at the annual meeting in Houston, Texas.

The Survey Instrument

The survey instrument consisted of two parts. The first was for the collection of institutional data dealing primarily with size, type and control, and identifying the functional area of the institution through which admissions and/or records reports. The questions developed for this purpose were patterned after those used by the AACRAO *ad hoc* Committee on Role and Function in the 1973 self-study of the Association. The other part of the instrument requested information on every member of the staff whom the recipient of the survey material identified as being an admissions/records "professional." Items included in this portion of the instrument were sex, years in current position, area of primary responsibility, union membership, salary ranges, and level of responsibility within the admissions and/or records office. (A copy of the survey form may be seen in Appendix B.)

The total number of *Credit Given* institutions receiving survey packets was 3,017. The number of usable forms returned was 2,203, for a return rate of 73%. The number of professional staff represented by these institutions is 7,071. The table which follows immediately shows the number of institutional responses to the survey according to AACRAO Areas. (Appendix C shows the states in each AACRAO area.)

TABLE I— RESPONSES BY AACRAO AREA

AACRAO Area	Number of Responses	Percentage
I	349	78.1
II	127	78.2
III	87	88.7
IV	531	68.5
V	322	62.8
VI	180	69.7
VII	186	78.4
VIII	129	88.8
IX	167	77.7
X	125	87.6
	2,203	73.01

Table II indicates the number of professional staff represented by the participating institutions in each AACRAO Area.

TABLE II—NUMBER OF PROFESSIONAL STAFF BY AACRAO AREA

AACRAO Area	Number of Professional Staff
I	947
II	435
III	293
IV	1541
V	1199
VI	592
VII	648
VIII	564
IX	452
X	400
	7,071

When viewed in terms of institutional size, the schools included in the study appear to be representative of higher educational institutions across the country. The table which follows shows the number of institutions in each size category and the percentage of the total population each represents.

TABLE III—SIZE OF INSTITUTION

Headcount	Number of Institutions	Percentage
Under 500	317	14.2
500 to 999	398	18.1
1,000 to 2,499	613	27.8
2,500 to 4,999	296	13.4
5,000 to 9,999	289	13.2
10,000 to 19,999	184	8.3
20,000 or more	98	4.5
Not indicated	8	.5
	2,203	100.0

The study is also representative of the various types of institutions found in AACRAO, with approximately equal numbers of two-year, four-year, and four-year institutions with graduate study participating. Less than five percent of the schools represented offer instruction only at the graduate or professional level. The complete array of institutions by type is shown in Table IV.

TABLE IV—TYPE OF INSTITUTION

Institutional Type	Number of Institutions	Percentage
Two-year	758	34.4
Four-year	608	27.6
Four-year with graduate study	662	30.1
Graduate and/or Professional only	104	4.7
Other	71	3.2
	2,203	100.0

The participating institutions were evenly split as to type of control. There were 1,119 (50.7%) public institutions, and 1,030 (46.8%) private institutions. Fifty-four schools indicated "other" as type of control.

More offices of admissions and/or records report through the academic area of their institutions than through any other. The frequency of academic affairs control is followed closely by that of student affairs, then directly to the president, and last through administrative services. The functional areas through which admissions and/or records reports is shown in Table V.

TABLE V—FUNCTIONAL AREA THROUGH WHICH ADMISSIONS AND/OR RECORDS REPORTS

Functional Area	Number of Institutions	Percentage
Academic Affairs	932	37.7
Administrative Services	205	8.4
Directly to the President	449	18.8
Student Affairs	841	34.1
Other	42	1.7
	2,469*	100.0

*In some institutions admissions and records are separate and report through different channels. In those instances they are tabulated twice.

The final two questions on the first part of the survey instrument are crucial to part two. The first asks for the number of full-time employees budgeted to admissions and records; the second calls for the number of budgeted full-time staff members who are classified as "professional." It was felt that to provide a standard definition for "professional staff member" would be an undue restriction on the person completing the survey forms. Therefore, the forms carried a notation which said, "For the purposes of this survey, 'professional staff' may include supervisory personnel with such titles as Director, Registrar, Assistant and Associate, Office Manager, Supervisor, etc. It may include positions which are academic, civil service, union, or any other local classification scheme. In the final analysis, the determination of whom to consider 'professional' is up to you." The following two tables reveal the responses to these questions.

TABLE VI—FULL-TIME EMPLOYEES BUDGETED TO ADMISSIONS AND RECORDS

Staff Size	Number of Institutions	Staff Size	Number of Institutions	Staff Size	Number of Institutions
0	25	28	13	60	6
1	111	29	2	64	1
2	231	30	13	65	1
3	268	31	7	67	1
4	226	32	9	69	2
5	196	33	4	70	1
6	168	34	3	71	1
7	138	35	3	72	1
8	145	36	6	73	1
9	96	37	1	78	1

TABLE VI—continued

Staff Size	Number of Institutions	Staff Size	Number of Institutions	Staff Size	Number of Institutions
10	67	38	1	79	2
11	57	39	4	82	2
12	64	40	6	84	1
13	37	41	5	85	1
14	40	42	2	87	1
15	29	43	3	88	1
16	22	45	1	90	3
17	17	46	3	92	1
18	22	48	3	94	1
19	15	49	1	98	1
20	19	50	2	104	1
21	18	52	2	105	1
22	10	53	1	115	1
23	8	54	3	134	1
24	5	56	2	135	1
25	11	57	1	145	1
26	6	58	3	150	1
27	8	59	2	175	1

Mean staff size was 9.7 employees, median size was 5.8.

TABLE VII—NUMBER OF FULL-TIME PROFESSIONAL STAFF

Staff Size	Number of Institutions	Staff Size	Number of Institutions
0	40	16	2
1	657	17	3
2	469	18	3
3	261	19	1
4	226	20	1
5	142	21	2
6	107	22	2
7	73	23	1
8	37	24	3
9	21	26	1
10	19	28	1
11	19	29	1
12	10	34	1
13	9	38	2
14	6	42	1
15	5		

Mean professional staff size was 3.2 employees, median was 2.2.

The questions discussed above provide a direct entree to the second part of the survey instrument, that which deals with individual members of the profession. For every person identified as professional staff in question six, a set of individual data forms was to be completed. There were 7,071 two-page

forms returned by the respondents in the 2,203 participating institutions.

Of the 7,071 admission/records professionals included in this study, 2,926 are female, 4,145 male.

By educational level 741 (10.5%) individuals have less than a bachelor's degree, 2,621 (37.0%) have bachelor's degrees, 3,154 (44.&%) have master's degrees, and 457 (6.4%) have completed doctorates.

In 98 cases individuals' educational level was shown as "other." Without exception these professionals had either a bachelor's degree plus a specified number of hours, held Educational Specialists degrees, or had completed "all but dissertation" for their doctorate. The educational level of the 7,071 individuals is shown in the table below.

TABLE VIII—EDUCATIONAL LEVEL OF PROFESSIONAL STAFF MEMBERS

Educational Level	Number of Females	Number of Males	Total	Percentage
Less than a bachelor's	663	78	741	10.5
Bachelor's degree	1401	1220	2621	37.0
Master's degree	801	2353	3154	44.7
Doctorate	47	410	457	6.4
Other	14	84	98	1.4
	2926	4145	7071	100.0

The question which called for the number of years the individual had been in his/her current position revealed what could be interpreted as a rather healthy statistic. New people are coming into or are being advanced in a profession as evidenced by the fact that 58 percent of those included in the survey have been in their job less than five years. Just over one-fourth (25.9%) have been in their current position from five to ten years, while 15.2% have more than ten years in their current position.

TABLE IX—NUMBER OF YEARS IN CURRENT POSITION

Number of Years	Number of Individuals	Percentage
Less than one	1267	17.9
One to four	2835	40.1
Five to ten	1829	25.9
More than ten	1074	15.2
Not reported	66	.9
	7071	100.0

Of the 7,071 admissions and records professionals on whom data were reported, nearly one-half (48.6%) were involved primarily in admissions activities. Just over one-fourth (25.1%) were primarily in registrar activities. The remainder were a combination of admissions and registrar (13.9%); registrar and data systems (6.6%); and admissions and financial aid (3.9%). The complete breakdown is shown in Table X.

TABLE X—PRIMARY AREA OF RESPONSIBILITY

Area	Number of Individuals	Percentage
Admissions activities	3431	48.6
Registrar activities	1774	25.1
Combination Admissions/Registrar	989	13.9
Combination Registrar/data systems	463	6.6
Combination Admissions/financial aid	273	3.9
Other	141	1.9
	7071	100.0

The next question asked if the staff member was a member of a professional employees union. Four hundred, forty-nine (6.3%), were shown as "Yes," 6,218 (87.8%) as "No." There was no response on 404 forms.

Table XI is a frequency tabulation of the salary ranges for the individuals included in the survey. While only 327 (4.6%) persons earn less than $7,500 per year, nearly half (47.9%) earn salaries between $7,500 and $14,000. The remaining 47.5% of the total sample earn from $14,001 to more than $30,000. The complete array of salary ranges follows.

TABLE XI—SALARY RANGES FOR ADMISSIONS AND RECORDS PROFESSIONALS

Salary Ranges	Individuals	Percentage
Less than $7,500	327	4.6
7,500 to 10,000	1166	16.4
10,001 to 12,000	1157	16.3
12,001 to 14,000	1080	15.2
14,001 to 16,000	910	12.8
16,001 to 18,000	707	9.9
18,001 to 20,000	580	8.2
20,001 to 22,000	414	5.8
22,001 to 24,000	270	3.8
24,001 to 26,000	189	2.6
26,001 to 28,000	93	1.3
28,001 to 30,000	66	.9
More than 30,000	112	1.5
	7071	100.0

In an attempt to compare starting salaries for various professional positions in admissions and records the question was asked, "If the position were vacant, what would the starting salary be for a new person? If it would be negotiated, please indicate this." In approximately 70% of the cases starting salaries were negotiable.

The final "individual" question attempted to determine the staff member's level of responsibility in relation to the chief administrative officer for admissions and/or records. The number of individuals at each level is shown in the following table.

TABLE XII—STAFF MEMBER'S LEVEL OF RESPONSIBILITY WITHIN ADMISSIONS AND RECORDS

Level	Number of Individuals	Percentage
Chief administrative officer	2334	33.0
Second level administrator	2162	30.5
Third level administrator	1558	22.0
Fourth level administrator	731	10.3
Fifth level administrator	192	2.7
Sixth level administrator	61	.8
Seventh level administrator	19	.2
Not reported	14	.2
	7071	100.0

Another dimension can be added to this table by separating the staff members according to sex.

TABLE XIII—LEVEL OF RESPONSIBILITY BY SEX

Level	Female	Male
Chief administrative officer	671	1663
Second level administrator	948	1214
Third level administrator	770	788
Fourth level administrator	373	358
Fifth level administrator	119	73
Sixth level administrator	30	31
Seventh level administrator	10	9
Total*	2921	4136

*14 not reported

Salary Data

The overall mean and median salaries for all individuals included in the study are $13,660 and $12,640. For females they are $11,000 and $10,175; for males $15,600 and $14,430.

Grouping the states according to their AACRAO Area designation produced the following table of mean salaries.

TABLE XIV—MEAN SALARIES WITHIN AACRAO AREAS

Area	Number of Institutions	Number of Individuals	Mean Salary
I	349	947	$15,620
II	127	435	13,340
III	87	293	13,760
IV	531	1541	12,820
V	322	1199	13,840
VI	180	592	13,060
VII	186	648	13,740
VIII	129	564	13,980
IX	167	452	12,800
X	125	400	13,120
	2203	7071	$13,660

The following table shows mean salaries for professional employees by state. The number of institutions participating in each state is also shown.

TABLE XV—MEAN SALARIES BY STATE

State	Number of Institutions	Professional Staff	Mean Salary
Alabama	35	85	$12,480
Alaska	7	20	22,000
Arizona	21	52	16,120
Arkansas	18	34	12,480
California	195	525	13,880
Colorado	31	133	15,320
Connecticut	36	125	13,880
Delaware	8	35	13,140
District of Columbia	12	87	14,860
Florida	64	185	14,700
Georgia	60	217	12,400
Hawaii	8	25	16,000
Idaho	9	32	13,500
Illinois	134	441	13,940
Indiana	52	240	12,740
Iowa	48	188	12,940
Kansas	50	133	12,540

State	Number of Institutions	Professional Staff	Mean Salary
Kentucky	33	93	11,880
Louisiana	28	81	12,600
Maine	23	52	12,540
Maryland	30	117	14,980
Massachusetts	70	259	13,520
Michigan	77	324	14,920
Minnesota	50	166	14,240
Mississippi	35	87	11,640
Missouri	60	190	13,300
Montana	11	17	12,940
Nebraska	30	103	11,760
Nevada	4	8	20,250
New Hampshire	17	48	12,760
New Jersey	28	106	15,140
New Mexico	18	40	13,360
New York	128	488	13,840
North Carolina	82	193	11,880
North Dakota	14	28	15,000
Ohio	105	323	13,080
Oklahoma	39	95	12,280
Oregon	40	103	14,060
Pennsylvania	116	366	12,920
Rhode Island	12	48	12,580
South Carolina	33	112	12,120
South Dakota	15	53	11,040
Tennessee	50	172	11,820
Texas	63	198	14,920
Utah	10	61	14,000
Vermont	22	61	10,560
Virginia	48	117	12,820
Washington	44	104	14,860
West Virginia	20	77	13,240
Wisconsin	52	207	13,320
Wyoming	8	17	14,940
Total	2203	7071	

As was pointed out in the *Administrative Compensation Surveys* conducted by the College and University Personnel Association, there is a definite relationship between admissions and records professional salaries and size of institution. Table XVI relates mean salary to institutional size. Size seems to lose some significance after enrollment reaches the 10,000 to 19,999 category. Table XVII shows the same data according to AACRAO Areas. In six of the ten areas the highest mean salaries were found in the 10,000 to 19,999 size institutions.

TABLE XVI—MEAN SALARY BY SIZE OF INSTITUTION

Size	Mean Salary
Under 500 headcount	$10,480
500- 999	11,900
1,000- 2,499	13,580
2,500- 4,999	15,140
5,000- 9,999	16,620
10,000-19,999	16,840
20,000 and over	16,560

TABLE XVII—MEAN SALARY BY SIZE AND AACRAO AREA

Size	Area I	Area II	Area III	Area IV	Area V
Under 500	$10,400	$10,400	$11,400	$10,400	$11,200
500- 999	12,000	12,200	11,400	11,800	10,800
1000- 2499	13,800	13,200	12,600	14,200	13,400
2500- 4999	14,600	15,600	15,000	14,200	15,600
5000- 9999	15,000	17,800	16,600	15,200	15,200
10000-19999	14,400	15,800	19,200	17,200	16,000
20000 or more	15,200	15,800	15,800	17,600	14,800

Size	Area VI	Area VII	Area VIII	Area IX	Area X
Under 500	$10,400	$12,000	$10,200	$ 9,200	$ 9,600
500- 999	12,000	12,200	11,400	11,800	10,800
1000- 2499	13,800	13,200	12,600	14,200	13,400
2500- 4999	14,600	15,600	15,000	14,200	15,600
5000- 9999	15,000	17,800	16,600	15,200	15,200
10000-19999	14,400	15,800	19,200	17,200	16,000
20000 or more	15,200	15,800	15,800	17,600	14,800

In six of the areas mean salaries in two-year schools exceed those in any of the other types of institutions. In two areas graduate and/or professional school employees receive the highest salaries, and in two others four- year institutions with graduate study afford the highest salaries. The breakdown of mean salaries by type of institution is shown in Table XVIII. Table XIX displays the same data according to AACRAO Area.

TABLE XVIII—MEAN SALARY BY TYPE OF INSTITUTION

Institutional Type	Mean Salary
Two-year	$15,620
Four-year	11,900
Four-year with graduate	14,100
Graduate and/or Professional only	13,600

TABLE XIX—MEAN SALARY BY TYPE WITHIN AACRAO AREA

Institutional Type	Area I	Area II	Area III	Area IV
Two-year	$19,600	$15,000	$12,000	$13,600
Four-year	12,200	11,600	12,000	11,600
Four-year with Graduate	15,000	15,000	14,200	13,400
Graduate and/or Professional only	13,200	16,400	13,800	13,800

Institutional Type	Area V	Area VI	Area VII	Area VIII
Two-year	$15,200	$13,800	$16,600	$17,600
Four-year	12,400	11,800	12,000	11,800
Four-year with Graduate	14,400	14,000	13,600	13,600
Graduate and/or Professional only	13,600	11,400	14,600	16,000

Institutional Type	Area IX	Area X
Two-year	$14,600	$13,400
Four-year	11,200	12,000
Four-year with Graduate	13,800	14,400
Graduate and/or Professional only	13,600	13,000

The next table shows mean salaries according to control of institution within the AACRAO Areas. It is no surprise that in every instance public school salaries are higher than those in the private sector. Overall the mean salary for admissions and records professional employed in public institutions is $16,120; in private schools it is $11,740.

TABLE XX—MEAN SALARY BY CONTROL OF INSTITUTION

Control	Area I	Area II	Area III	Area IV	Area V
Public	$18,600	$15,800	$14,800	$14,600	$16,400
Private	11,800	11,800	11,800	11,000	12,200

Control	Area VI	Area VII	Area VIII	Area IX	Area X
Public	$15,000	$16,600	$16,600	$15,600	$14,800
Private	11,800	12,600	11,800	10,800	12,000

It has been widely held that when admissions and records offices are housed in the academic sector of institutions, the employees in those offices are better off than if the offices are housed in another part of the institution. One of the ways in which they are thought to be at an advantage is the area of financial remuneration. The results of this study would indicate the opposite. The mean salary for admissions and records professionals who report to Stu-

dent Services was considerably higher than of those who report to any other sector of their institution. This is shown in Table XXI.

TABLE XXI—MEAN SALARY BY REPORTING LINE

Reporting Line	Mean Salary
Academic Affairs	$13,280
Administrative Services	13,860
Directly to the President	12,620
Student Services	15,680

Table XXII shows mean salaries by reporting lines within the ten areas of AACRAO. In nine of the ten areas the highest mean salaries were found in those offices reporting to Student Services.

TABLE XXII—MEAN SALARY BY REPORTING LINE WITHIN AACRAO AREA

Reporting Line	Area I	Area II	Area III	Area IV	Area V
Academic Affairs	$14,000	$13,200	$13,800	$13,000	$13,800
Administrative	14,600	11,600	11,400	13,800	14,400
To the President	14,800	12,200	12,400	12,600	14,000
Student Services	19,000	14,800	15,000	13,600	15,000

Reporting Line	Area VI	Area VII	Area VIII	Area IX	Area X
Academic Affairs	$13,400	$13,600	$12,800	$11,800	$13,200
Administrative	12,800	13,000	13,400	14,600	13,400
To the President	12,000	13,200	11,400	12,800	11,200
Student Services	14,000	16,800	16,200	15,400	14,400

The relationship of sex and educational level to salary is shown in the table below.

TABLE XXIII—EDUCATIONAL LEVEL, SEX, AND SALARY

Educational Level	Overall Mean Salary	Female Mean Salary	Male Mean Salary
Less than a bachelor's degree	$10,140	$ 9,820	$12,780
Bachelor's degree	11,320	10,440	12,340
Master's degree	15,600	12,900	16,620
Doctorate	19,900	17,000	20,200

This relationship and the differences between salaries paid to men and women is more vividly apparent when they are shown according to educational level and sex within AACRAO Areas.

TABLE XXIV—MEAN SALARIES BY EDUCATIONAL LEVEL AND SEX WITHIN AACRAO AREAS

With Less Than A Bachelor's Degree

AACRAO Area	Female Mean (N = 663)	Male Mean (N = 78)
I	$11,140	$12,200
II	9,760	12,340
III	9,900	12,000
IV	8,700	11,660
V	10,160	13,420
VI	9,420	12,000
VII	9,720	11,000
VIII	10,160	12,400
IX	8,040	13,200
X	9,480	9,000

With A Bachelor's Degree

AACRAO Area	Female Mean (N = 1401)	Male Mean (N = 1220)
I	$12,060	$14,320
II	9,820	11,760
III	10,460	12,080
IV	9,600	12,000
V	11,160	13,500
VI	10,260	12,100
VII	10,900	11,520
VIII	10,320	13,660
IX	9,420	13,600
X	9,860	11,900

With A Master's Degree

AACRAO Area	Female Mean (N = 801)	Male Mean (N = 2353)
I	$14,520	$19,620
II	13,540	16,940
III	13,400	16,260
IV	12,440	15,440
V	12,840	17,180
VI	13,100	16,100
VII	13,080	17,420
VIII	12,200	16,620
IX	12,760	15,200
X	12,000	15,700

With A Doctorate		
AACRAO Area	Female Mean (N = 47)	Male Mean (N = 410)
I	$16,000	$22,840
II	17,000	17,660
III	N/A*	19,000
IV	17,460	18,840
V	15,400	21,220
VI	14,000	19,780
VII	23,600	21,260
VIII	15,340	19,760
IX	18,000	19,140
X	17,000	19,560

*No females with doctorates reported for Area III

When mean salaries of female and male professionals are viewed by their level of responsibility within admissions and records the differences are startling. The tables which follow show these differences for the total population and within the AACRAO Areas.

TABLE XXV—MEAN SALARIES BY LEVEL OF RESPONSIBILITY AND SEX

Level of Responsibility	Overall Mean	Female Mean	Male Mean
Chief administrative officer	$16,500	$14,800	$18,000
Second level administrator	13,120	10,800	15,000
Third level administrator	11,800	10,500	13,200
Fourth level administrator	11,080	10,400	12,100
Fifth level administrator	10,560	10,100	11,500

Number of cases below fifth level not significant

TABLE XXVI—SALARY BY SEX AND LEVEL OF RESPONSIBILITY WITHIN AACRAO AREA

Area I			
Level of Responsibility	Overall Mean	Female Mean	Male Mean
Chief administrative officer	$16,660	$14,560	$20,600
Second level administrator	13,600	12,440	17,320
Third level	11,860	11,160	14,620
Fourth level	11,240	10,800	11,940

Number of cases below fourth level not significant

Area II

Level of Responsibility	Overall Mean	Female Mean	Male Mean
Chief administrative officer	$16,660	$11,820	$17,360
Second level administrator	13,600	10,460	15,360
Third level	11,860	10,040	13,620
Fourth level	11,240	10,000	12,360

Number of cases below fourth level not significant

Area III

Level of Responsibility	Overall Mean	Female Mean	Male Mean
Chief administrative officer	$16,660	$13,120	$16,980
Second level administrator	13,600	9,880	15,840
Third level	11,860	9,620	14,520

Number of cases below third level not significant

Area IV

Level of Responsibility	Overall Mean	Female Mean	Male Mean
Chief administrative officer	$16,660	$12,200	$16,820
Second level administrator	13,600	9,940	13,800
Third level	11,860	9,920	12,360
Fourth level	11,240	9,840	12,360
Fifth level	10,700	8,780	11,120

Number of cases below fifth level not significant

Area V

Level of Responsibility	Overall Mean	Female Mean	Male Mean
Chief administrative officer	$16,660	$13,620	$18,820
Second level administrator	13,600	11,240	15,380
Third level	11,860	11,000	13,540
Fourth level	11,240	10,560	12,540
Fifth level	10,700	8,960	11,000

Number of cases below fifth level not significant

Area VI

Level of Responsibility	Overall Mean	Female Mean	Male Mean
Chief administrative officer	$16,660	$13,360	$17,100
Second level administrator	13,600	10,480	14,440
Third level	11,860	10,060	12,300
Fourth level	11,240	10,040	11,420
Fifth level	10,700	9,810	10,000

Number of cases below fifth level not significant

Area VII

Level of Responsibility	Overall Mean	Female Mean	Male Mean
Chief administrative officer	$16,660	$13,380	$19,480
Second level administrator	13,600	11,280	16,060
Third level	11,860	11,140	13,620
Fourth level	11,240	10,920	12,320
Fifth level	10,700	10,260	11,000

Number of cases below fifth level not significant

Area VIII

Level of Responsibility	Overall Mean	Female Mean	Male Mean
Chief administrative officer	$16,660	$12,660	$18,760
Second level administrator	13,600	11,140	15,520
Third level	11,860	11,080	14,060
Fourth level	11,240	10,320	11,780
Fifth level	10,700	8,820	11,260

Number of cases below fifth level not significant

Area IX

Level of Responsibility	Overall Mean	Female Mean	Male Mean
Chief administrative officer	$16,660	$10,680	$16,380
Second level administrator	13,600	9,900	13,880
Third level	11,860	9,400	12,100
Fourth level	11,240	9,320	11,440

Number of cases below fourth level not significant

Area X

Level of Responsibility	Overall Mean	Female Mean	Male Mean
Chief administrative officer	$16,660	$11,600	$17,060
Second level administrator	13,600	10,280	13,900
Third level	11,860	10,000	12,460
Fourth level	11,240	9,640	11,300

Number of cases below fourth level not significant

Of the 7,071 professionals for whom survey data were received, only 449 (6.3%) were indicated as members of a professional employees union. The mean salary for these individuals was $15,000, as compared to $13,600 for non-union employees. A closer look at the composition of the 449 union members reveals some other characteristics which bear on salary levels. The union members tend to be found in the larger public institutions, have master's degrees, and are predominately male.

The final set of tables presents mean salaries by level of responsibility and type of institution within AACRAO Areas. Table XXVII provides this information for two-year institutions, Table XXVIII for four-year institutions, Table XXIX for four-year institutions with graduate study, and Table XXX for graduate and/or professional schools only.

TABLE XXVII—MEAN SALARY BY LEVEL OF RESPONSIBILITY IN TWO-YEAR INSTITUTIONS WITHIN AACRAO AREAS

Area I

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	124	$21,880
Second level administrator	72	15,700
Third level	24	12,080

Number of cases below third level not significant
Mean salary for two-year institutions in Area I is $18,520

Area II

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	38	$16,360
Second level administrator	23	14,520
Third level	10	13,260

Number of cases below third level not significant
Mean salary for two-year institutions in Area II is $15,280

Area III

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	31	$15,420
Second level administrator	12	11,840

Number of cases below second level not significant
Mean salary for two-year institutions in Area III is $13,740

Area IV

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	203	$14,920
Second level administrator	123	12,340
Third level	50	11,360
Fourth level	20	10,480

Number of cases below fourth level not significant
Mean salary for two-year institutions in Area IV is $13,380

Area V

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	98	$16,940
Second level administrator	80	14,460
Third level	53	14,280
Fourth level	7	12,120

Number of cases below fourth level not significant
Mean salary for two-year institutions in Area V is $14,900

Area VI

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	59	$14,880
Second level administrator	27	11,760
Third level	10	11,400

Number of cases below third level not significant
Mean salary for two-year institutions in Area VI is $13,500

Area VII

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	56	$18,920
Second level administrator	41	14,640
Third level	30	14,260

Number of cases below third level not significant
Mean salary for two-year institutions in Area VII is $16,340

Area VIII

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	37	$20,860
Second level administrator	24	15,920
Third level	12	14,340
Fourth level	8	11,760

Number of cases below fourth level not significant
Mean salary for two-year institutions in Area VIII is $17,540

Area IX

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	55	$14,760
Second level administrator	31	13,460
Third level	7	10,280

Number of cases below third level not significant
Mean salary for two-year institutions in Area IX is $13,900

Area X

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	34	$15,180
Second level administrator	26	12,580

Number of cases below second level not significant
Mean salary for two-year institutions in Area X is $13,540

TABLE XXVIII—MEAN SALARY BY LEVEL OF RESPONSIBILITY IN FOUR-YEAR INSTITUTIONS WITHIN AACRAO AREAS

Area I

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	47	$15,880
Second level administrator	35	10,800
Third level	20	10,300

Number of cases below third level not significant
Mean salary for four-year institutions in Area I is $12,700

Area II

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	51	$14,040
Second level administrator	54	10,400
Third level	41	9,360
Fourth level	18	9,320

Number of cases below fourth level not significant
Mean salary for four-year institutions in Area II is $11,080

Area III

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	24	$14,920
Second level administrator	30	12,660
Third level	23	12,180
Fourth level	13	11,840

Number of cases below fourth level not significant
Mean salary for four-year institutions in Area III is $12,880

Area IV

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	133	$13,200
Second level administrator	118	10,000
Third level	47	9,420
Fourth level	20	9,240

Number of cases below fourth level not significant
Mean salary for four-year institutions in Area IV is $10,940

Area V

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	132	$14,860
Second level administrator	119	11,520
Third level	54	11,400
Fourth level	20	9,700
Fifth level	7	9,040

Number of cases below fifth level not significant
Mean salary for four-year institutions in Area V is $12,660

Area VI

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	59	$14,680
Second level administrator	50	10,560
Third level	37	9,400
Fourth level	10	8,600

Number of cases below fourth level not significant
Mean salary for four-year institutions in Area VI is $11,560

Area VII

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	35	$15,020
Second level administrator	36	10,280
Third level	32	9,100
Fourth level	11	8,680

Number of cases below fourth level not significant
Mean salary for four-year institutions in Area VII is $11,160

Area VIII

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	63	$14,440
Second level administrator	48	12,120
Third level	39	11,800
Fourth level	12	9,340

Number of cases below fourth level not significant
Mean salary for four-year institutions in Area VIII is $12,600

Area IX

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	56	$12,760
Second level administrator	48	9,840
Third level	22	9,500
Fourth level	16	8,820

Number of cases below fourth level not significant
Mean salary for four-year institutions in Area IX is $10,800

Area X

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	62	$13,640
Second level administrator	50	10,320
Third level	32	10,300
Fourth level	20	9,380

Number of cases below fourth level not significant

Mean salary for four-year institutions in Area X is $11,360

TABLE XXIX—MEAN SALARY BY LEVEL OF RESPONSIBILITY IN FOUR-YEAR INSTITUTIONS WITH GRADUATE STUDY WITHIN AACRAO AREAS

Area I

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	136	$19,920
Second level administrator	180	15,780
Third level	138	12,860
Fourth level	59	12,300
Fifth level	20	11,620
Sixth level	11	11,120

Number of cases below sixth level not significant

Mean salary for four-year institutions with graduate study in Area I is $15,420

Area II

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	30	$18,600
Second level administrator	41	17,320
Third level	46	14,260
Fourth level	37	13,600
Fifth level	10	12,160

Number of cases below fifth level not significant

Mean salary for four-year institutions with graduate study in Area II is $15,200

Area III

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	31	$16,140
Second level administrator	38	14,800
Third level	22	14,000
Fourth level	30	13,060
Fifth level	4	12,500
Sixth level	7	12,280

Number of cases below sixth level not significant

Mean salary for four-year institutions with graduate study in Area III is $14,800

Area IV

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	148	$18,480
Second level administrator	219	13,260
Third level	214	11,520
Fourth level	89	11,460
Fifth level	31	10,340
Sixth level	6	9,680

Number of cases below sixth level not significant

Mean salary for four-year institutions with graduate study in Area IV is $13,400

Area V

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	115	$19,540
Second level administrator	155	14,420
Third level	181	12,500
Fourth level	86	11,520
Fifth level	21	10,380

Number of cases below fifth level not significant

Mean salary for four-year institutions with graduate study in Area V is $14,240

Area VI

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	80	$18,080
Second level administrator	84	13,620
Third level	90	12,360
Fourth level	37	11,020
Fifth level	10	10,400

Number of cases below fifth level not significant

Mean salary for four-year institution with graduate study in Area VI is $13,960

Area VII

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	62	$18,020
Second level administrator	79	15,240
Third level	92	13,060
Fourth level	72	11,860
Fifth level	22	10,360
Sixth level	6	8,660

Number of cases below sixth level not significant

Mean salary for four-year institutions with graduate study in Area VII is $13,940

Area VIII

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	52	$18,140
Second level administrator	76	14,840
Third level	78	12,780
Fourth level	50	11,160
Fifth level	10	10,600

Number of cases below fifth level not significant

Mean salary for four-year institutions with graduate study in Area VIII is $13,980

Area IX

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	50	$17,360
Second level administrator	59	13,280
Third level	41	11,320
Fourth Level	15	11,200

Number of cases below fourth level not significant

Mean salary for four-year institutions with graduate study in Area IX is $13,840

Area X

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	41	$18,040
Second level administrator	49	14,540
Third level	35	13,200
Fourth level	14	12,000
Fifth level	9	11,140

Number of cases below fifth level not significant

Mean salary for four-year institutions with graduate study in Area X is $14,660

TABLE XXX—MEAN SALARY BY LEVEL OF RESPONSIBILITY IN GRADUATE AND/OR PROFESSIONAL SCHOOLS ONLY

Area I

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	20	$15,100
Second level administrator	9	12,000
Third level administrator	4	9,500

Number of cases below fourth level not significant

Mean salary for graduate and/or professional schools in Area I is $13,720

Area II

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	4	$16,500
No other levels reported		

There were no graduate and/or professional schools participating from Area III

Area IV

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	25	13,600
Second level administrator	3	12,660
Third level administrator	11	11,820

Number of cases below third level not significant

Mean salary for graduate and/or professional schools in Area IV is $13,020

Area V

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	18	$15,660
Second level administrator	11	14,360
Third level administrator	5	11,200
Fourth level administrator	3	10,000

Number of cases below fourth level not significant

Mean salary for graduate and/or professional schools in Area V is $14,220

Area VI

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	5	$12,400
Second level administrator	2	9,000

Number of cases below second level not significant

Mean salary for graduate and/or professional schools in Area VI is $11,420

Area VII

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	11	$16,540
Second level administrator	9	14,660
Third level administrator	3	13,120

Number of cases below third level not significant

Mean salary for graduate and/or professional schools in Area VII is $15,160

Area VIII

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	2	$16,000
No other levels reported		

Area IX

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	7	$15,140
Second level administrator	4	9,500

Number of cases below second level not significant

Mean salary for graduate and/or professional schools in Area IX is $13,080

Area X

Level of Responsibility	Number of Individuals	Mean Salary
Chief administrative officer	3	$15,340
Second level administrator	4	13,000

Number of cases below second level not significant

Mean salary for graduate and/or professional schools in Area X is $14,000

Summary

This survey of salary levels of admissions and records professionals was conducted under the sponsorship of the AACRAO Committee on Organization and Management Responsibilities of Registrar Activities. The members of the Committee felt that current information relating to salaries in admissions and records was incomplete in that it covered only the chief administrators in admissions and records, or dealt exclusively with the admissions area. They were also of the opinion that salary data about admissions and records professionals should be collected from those professionals by other admissions and records professionals.

Information gleaned through the survey could be used in a variety of ways. Institutions could, if they were so inclined, compare the salaries of their admissions and records professionals with those in similar institutions within their own geographic area and across the country. Other comparisons which could be drawn are those between types of institutions, both regionally and nationally. Another use would be that individual professionals would be able to evaluate their own salary levels. Finally, the profession as a whole would be more likely to attract highly qualified members if accurate salary expectations for the field could be publicized.

As a result of the survey forms being mailed a number of letters were received from colleagues in many states, expressing interest in and support for the study. Some have also shared valuable information on salary conditions in their states or areas. In South Carolina, for example, there is a personnel classification system with job descriptions and a salary schedule which includes the following positions: Director of Admissions and Records I and II; Registrar I, II, and III; and Director of Admissions I, II, and III. The City Universities of New York also have a salary schedule which includes the top professional positions in admissions and records.

Some admissions and records personnel in public institutions in Minnesota are part of a collective bargaining unit which has been organized into the State University Association of Administrative and Service Faculty. Two bargaining agreements have been negotiated with the State University Board by this association.

Conclusions

It is apparent that the salaries paid to admissions and records professionals are influenced by a number of variables, the most obvious of which is sex. It is also evident that salary levels are related to size of institution, type of institution, and control of institution. Personal factors other than sex, such as educational level, years in position, and level of responsibility are also directly related. The effect of these factors is readily discernible from an examination of the tables in this study.

The most disturbing factor is the difference in salaries paid to men and women. After the salary survey presentation at the AACRAO meeting in Houston, I had the opportunity to discuss this condition with several individuals, both male and female. Our hope was that no matter how bad the situation was at the time (i.e., salary differences), it probably represented an improvement over conditions several years ago. In an effort to research this

point I reviewed several salary studies, and contacted both the College and University Personnel Association and the Research Division of the National Education Association. Unfortunately, most earlier investigations did not go into great detail on the matter of salaries paid to men and women. The opinion of those with whom I talked, however, was that the situation has not changed. Women higher education administrators, as a group, are no better off today in terms of salary equity than they were five or ten years ago. In admissions and records, an NEA study of women faculty and administrators in higher education showed that for 1971-72 the median salary for female registrars in four-year institutions was $10,271. For males it was $14,537. Median salaries for female and male directors of admissions were $11,850 and $14,750 respectively. When separated according to type of institution, the median salaries were as follows:

	Median Salary	
Public Institutions	**Female**	**Male**
Directors of Admission	$12,167	$15,150
Registrars	10,583	14,917
Non-Public Institutions		
Directors of Admissions	8,750	11,300
Registrars	7,958	10,667

Salary differences between the sexes were highlighted in a recent article in *The Chronicle of Higher Education* (June 27, 1977), which reviewed two studies related to the status of women in higher education. The studies are: *Women and Minorities in Higher Education Administration: Employment Patterns and Comparisons,* conducted by the College and University Personnel Association; and "The Hard Core of Sexism in Academe," by Alexander W. Astin.

The CUPA study findings include the statement that women in higher education administration are paid about 80 percent as much as men with the same job title at the same type of institution. Also, that the key administrative positions 84 percent were held by men, 16 percent by women.

According to *The Chronicle* article, the Astin study reveals that women occupy seven of the eight lowest paying professional positions. These include such positions as bookstore manager, director of housing, and registrar.

Recommendations

In addition to the letters of support and interest previously mentioned, suggestions for future AACRAO survey activities have also been received. They include other aspects of employment such as tenure for admissions and records professionals, promotion possibilities, fringe benefits available, etc. Another suggestion was that a study be conducted comparing admissions and records budgets. Such an investigation would provide institutions with guidelines for assessing their own expenditures related to: cost per application processed, cost per student admitted, cost per student enrolled, ratio of staff size to student enrollment, etc. In order to accomplish such a study it is first necessary to determine what functions are performed in the various admissions and records offices.

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APPENDIX A

Name of institution _____(As indicated in the cover letter, this information is for follow-up purposes only, and will NOT be included in the report.)

AACRAO SURVEY OF SALARY LEVELS IN THE ADMISSIONS AND RECORDS PROFESSION

Institutional Data

(Please circle one code number for each question unless otherwise instructed.)

		Code Numbers	
1.	What is the size of your institution?		
	Under 500 headcount	1	(1)
	500 to 999	2	(2)
	1000 to 2499	3	(3)
	2500 to 4999	4	(4)
	5000 to 9999	5	(5)
	10000 to 19999	6	(6)
	20000 or more	7	(7)
2.	Which of the following best describes the type of your institution?		
	Two-year	1	(8)
	Four-year	2	(9)
	Four-year with Graduate	3	(10)
	Graduate and/or Professional School only	4	(11)
	Other (specify)_____	5	(12)
3.	What is the control of your institution?		
	Public	1	(13)
	Private	2	(14)
	Other (specify)_____	3	(15)
4.	Through which functional area of the institution does the office of admissions and/or records report?		
	Academic Affairs	1	(16)
	Administrative Services	2	(17)
	Directly to the President	3	(18)
	Student Services	4	(19)
	Other (Specify) _____	5	(20)
5.	What is the number of *full-time* employees budgeted to the office of admissions and/or records? _____		(21-22)
6.	Of the total in item 5, how many are professional staff members? _____		(23-24)

NOTE: For the purposes of this survey, "professional staff" may include supervisory personnel with such titles as Director, Registrar, Assistant and Associate, Office Manager, Supervisor, etc. It may include positions which are academic, civil service, union, or any other local classification scheme. In the final analysis, the determination of whom to consider "professional" is up to you.

Repeat name of institution _____

Individual Data

Duplicate this page and page 3 as needed, and complete one data form for each full-time professional staff member included in item 6 on the previous page.

		Code Numbers	
7.	What is the sex of the staff member?		
	Female	1	(1)
	Male	2	(2)
8.	What is her/his educational level?		
	Less than a bachelor's degree	1	(3)
	Bachelor's degree	2	(4)
	Master's degree	3	(5)
	Doctorate	4	(6)
	Other (specify) _____	5	(7)
9.	Number of years in current position?		
	Less than one	1	(8)
	One to four	2	(9)
	Five to ten	3	(10)
	More than ten	4	(11)
10.	Circle the code number which most nearly characterizes the staff member's primary responsibilities.		
	Admissions activities	1	(12)
	Registrar activities	2	(13)
	Combination admissions/registrar	3	(14)
	Combination registrar/data systems	4	(15)
	Combination admissions/financial aids	5	(16)
	Other (specify) _____	6	(17)
11.	Does the staff member belong to a professional employees union?		
	Yes	1	(18)
	No	2	(19)
12.	What is the current annual salary range for this staff member?		
	Less than $7,500	1	(20)
	$7,500 to $10,000	2	(21)
	$10,001 to $12,000	3	(22)
	$12,001 to $14,000	4	(23)
	$14,001 to $16,000	5	(24)
	$16,001 to $18,000	6	(25)
	$18,001 to $20,000	7	(26)
	$20,001 to $22,000	8	(27)
	$22,001 to $24,000	9	(28)
	$24,001 to $26,000	10	(29-30)
	$26,001 to $28,000	11	(31-32)
	$28,001 to $30,000	12	(33-34)
	More than $30,000	13	(35-36)
13.	If the position were vacant, what would the starting salary be for a new person? If it would be negotiated, please indicate this.		
	Annual starting salary would be $ _____		
	Salary would be negotiated	1	(37)

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Name of institution _____

14. *Level of responsibility. Please fill in the titles for the various administrative levels from the chief officer for admissions and/or records through the position described on this and page 2. Include the title of the position which has been described, but not of those below it.

Title of Chief administrative officer for admissions and/or records _____ (38)

_____ (39)

_____ (40)

_____ (41)

_____ (42)

_____ (43)

_____ (44)

*At my institution, the admissions and records functions are in the same office. Therefore, if I were describing one of my admissions counselor positions, the "level of responsibility" would be as follows:

Title of chief administrative officer for admissions and/or records Director of Admissions and Records

Associate Director of Admissions and Records

Assistant Director for Admissions

Admissions Counselor

_____

_____

_____

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APPENDIX B

STATE COORDINATORS

Columbus H. Posey
Director of Admissions and Records
University of South Alabama
Mobile, Alabama

Myron Mickey
Director of Admissions and Records
University of Alaska
Anchorage, Alaska

David Butler
Registrar
University of Arizona
Tuscon, Arizona

Bruce Kellar
Assistant Registrar
University of Arkansas
Fayetteville, Arkansas

Robert L. Bailey
Director of Admissions and Records
University of California-Berkeley
Berkeley, California

Jack D. Pommrehn
Registrar
University of Denver
Denver, Colorado

Thomas J. Burke
University Registrar
University of Connecticut
Storrs, Connecticut

J. Manfred Ennis
Record System Officer
University of Delaware
Newark, Delaware

R. H. Whitehead
Dean of Admissions and Registrar
University of Florida
Gainesville, Florida

Bruce T. Shutt
Registrar
University of Georgia
Athens, Georgia

Donald Fukuda
Director of Admissions and Records
University of Hawaii-Honolulu
Honolulu, Hawaii

Frank Young
Director of Admissions
University of Idaho
Moscow, Idaho

E. E. Oliver, Director
Officer of School and College
Relations
University of Illinois
Champaign, Illinois

Gerald R. Pugh, Associate Director
Office of Records and Admissions
Indiana University
Bloomington, Indiana

W. A. Cox
University Registrar-
Dean of Convocations
University of Iowa
Iowa City, Iowa

Gilbert Dyck
Dean of Admissions and Records
University of Kansas
Lawrence, Kansas

Wilson Gantt
Dean of Admissions and Registrar
Murray State University
Murray, Kentucky

Albert L. Clary
Director of Academic Services
Louisiana State University
Baton Rouge, Louisiana

John F. Collins, Jr.
Registrar
University of Maine at Orono
Orono, Maine

Wayne Sigler
Associate Director of Admissions
University of Maryland
College Park, Maryland

Robert F. Grose
Registrar
Amherst College
Amherst, Massachusetts

Dennis Boyle
Registrar
Western Michigan University
Kalamazoo, Michigan

James J. Rauker, Director
Student Administrative Services
University of Minnesota-Duluth
Duluth, Minnesota

A. P. Posey
Associate Registrar
Mississippi State University
Mississippi State, Mississippi

H. E. Mueller
Director of Admissions and
Registrar
University of Missouri-St. Louis
St. Louis, Missouri

Jack L. Hoover
Associate Director of Admissions
and Records
University of Montana
Missoula, Montana

Ted Pfeifer
Director of Registration and Records
University of Nebraska-Lincoln
Lincoln, Nebraska

Jack H. Shirley
Director of Admissions and
Registrar
University of Nevada-Reno
Reno, Nevada

Bernard Otterson, Registrar
Merrimack Valley Branch
University of New Hampshire
Manchester, New Hampshire

Eugene Goddard
Assistant Registrar
Essex County Community College
Newark, New Jersey

Richard Legoza
Associate Registrar
University of Albuquerque
Albuquerque, New Mexico

Donald W. Bunis
Registrar
SUNY-State University at Albany
Albany, New York

Harry Demik
Associate Registrar
Duke University
Durham, North Carolina

Milford Ulven
Director of Admissions and Records
University of North Dakota
Grand Forks, North Dakota

James A. Scriven
Dean of Admissions and Records
Youngstown State University
Youngstown, Ohio

Milford D. Messer
Interim University Registrar
University of Oklahoma
Norman, Oklahoma

Donald E. Rhoades, Dean
Student Administrative Services
University of Oregon
Eugene, Oregon

Lynne D. Dalla
Assistant Registrar
Drexel University
Philadelphia, Pennsylvania

John F. Demitroff
Registrar
University of Rhode Island
Kingston, Rhode Island

Paul H. Anderson
Assistant Dean and University Registrar
Furman University
Greenville, South Carolina

Richard L. Miller
Registrar
University of South Dakota
Vermillion, South Dakota

Ray P. Fox
Dean of Admissions and Records
University of Tennessee-Chattanooga
Chattanooga, Tennessee

Clyde L. Inglinsky
Director of Admissions
Stephen F. Austin State University
Nacogdoches, Texas

Robert W. Spencer
Dean of Admissions and Records
Brigham Young University
Provo, Utah

Corinne Elliott
Director of Records
Goddard College
Plainfield, Vermont

Henry C. Johnson
Registrar and Director of Administrative Information Services
College of William and Mary
Williamsburg, Virginia

Mary Alice Lee
Registrar
Seattle University
Seattle, Washington

Kenneth O'Neal
Director of Admissions and Records
West Virginia College of Graduate Studies
Institute, West Virginia

Frederick E. Sperry
Director of Admissions
University of Wisconsin-Milwaukee
Milwaukee, Wisconsin

Arland L. Grover
Director of Admissions and Records
University of Wyoming
Laramie, Wyoming

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APPENDIX C

AACRAO AREAS

Area I
Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, Alberta, British Columbia

Area II
Iowa, Minnesota, North Dakota, South Dakota

Area III
Colorado, Nebraska, New Mexico, Wyoming

Area IV
Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia, Mexico

Area V
Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania, Canal Zone, Puerto Rico, Virgin Islands

Area VI
Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont, Maritime Provinces, Quebec

Area VII
Illinois, Wisconsin

Area VIII
Indiana, Michigan

Area IX
Arkansas, Kansas, Missouri, Oklahoma

Area X
Ohio, West Virginia

Publications of the AMERICAN ASSOCIATION OF COLLEGIATE REGISTRARS AND ADMISSIONS OFFICERS

Requests for copies of all AACRAO publications should be addressed as follows and payment should be enclosed for all orders amounting to $20 or less: AACRAO, One Dupont Circle, N.W., Suite 330, Washington, D. C. 20036.

COLLEGE AND UNIVERSITY, the quarterly journal of AACRAO. Subscriptions, $14 per year. Fall, Winter & Spring issues, $3 per copy. Summer issue $5. Robert E. Mahn, editor.

REPORT OF CREDIT GIVEN. A summary report of credit acceptance policies, by state. Published annually in March. 1975 and 1976 editions, $5 per copy. David L. Windsor, editor. *Report of Credit Given by Educational Institutions, 1977 Supplement, $2 per copy.*

WORLD EDUCATION SERIES, Robert Hefling, editor. $1 per copy. *Do-It-Yourself Evaluation of Foreign Student Credentials (1966); Guides to the Academic Placement of Students from Foreign Countries in Educational Institutions in the United States of America;* Germany (1966); Japan (1966); Iraq (1966); Spain (1967); Saudi Arabia (1968); Jordan (1969); Iran (1970); Republic of Vietnam (1970); India (1971); $3.00; Libya (1973), $2.00; Greece (1974), $2.00; Kuwait (1974), $2.00; Korea (1975), $3.00; Spain (1975), $2.00.

Placement Guides to Accompany U.S. Office of Education Publications (free); Czechoslovakia (1964); Iran (1964); Poland (1964); New Zealand (1965); Peru (1965); Chile (1965); USSR (1966); Soviet Zone of Germany (1966); Taiwan (1967); Hungary (1972), $1.00; Kenya (1973), $1.00; Brazil (1974), $1.00; Selected French Speaking Sub-Saharan African Countries (1975), $1.00; Japan (1976), $3.00; Ghana (1976), $3.00; Iran (1976), $3.00.

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Methodology of Enrollment Projections for Colleges and Universities, by L. J. Lins (1960), $2.00.

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Academic Record and Transcript Guide (1977). $3.00.
AACRAO Survey of Grading Policies in Member Institutions (1971). $2.00.
A Report on Academic Calendars (1971). $2.00.
Certification of Students under Veterans Laws (1973). $2.00.
Historical Review of the Association (1973). $2.00.
Optical Scanning Applications in Higher Education (1973). $2.00.
Professional Audit for Admissions Officers (AACRAO/NACAC) (1973). $3.50.
A Guide to Post Secondary Institutions for Implementation of The Family Educational Rights and Privacy Act of 1974, As Amended (1976). $4.00.

Out-of-Print Publications that are available on microfilm are listed in the publications brochure which is available by writing the AACRAO office.

Additional copies of *Salary Levels in the Admissions and Records Profession* may be purchased from the AACRAO office, One Dupont Circle, N.W., Suite 330, Washington, D. C. 20036, at $2.00 per copy.